

HOW *BEYOND I CAN* IS ABLE TO UTILIZE RELATIONSHIP MANAGEMENT THEORY
AND STAKEHOLDER THEORY FOR PUBLIC OUTREACH

A CREATIVE PROJECT
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BY
JOSEPH HUBER
BECKY MCDONALD – ADVISOR

BALL STATE UNIVERSITY
MUNCIE, INDIANA
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CHAPTER ONE

INTRODUCTION

Small entities within the not-for-profit sector often find themselves with little to no press coverage, unable to create a distinct voice with their organization. I have taken a real organization with a real communication problem and presented them with strategies and tactics to help elevate their communication while utilizing public relations theories to inform the project's creative choices. The client, "Beyond I CAN," is an organization serves young people with special needs after high school hours. It provides an art shop in which clients of the program turn into recycled items into works of art. The organization operates a physical gift store as well, allowing the clients learn sales skills as well.

Message artifacts were created and delivered to the client for the use as they deem fit. A brochure, three commercials designed for both radio and television, press package, crisis communication plan, implementation guide, and guidelines for an immersive learning grant were provided. The rationale behind the strategies was simple: Create a common voice of caring, nurturing, and acceptance for the organization. Currently, the organization has little to no presence on the Ball State campus and within the Muncie community. They struggle month to month to make ends meet and to keep their doors open, but with a communication plan and modern website, they might be able to cultivate relationships with the external community.

To convey this message of acceptance, the project applies relationship management theory and stakeholder theory as both are necessary to determine how a small organization can reach out to the most number of people with the least amount of dollar cost. The project centers on free or low-cost media and the utilization of public relations communications to earn news coverage rather than paying for commercials and advertising.

Even the commercials created have a method of obtaining free airtime on public access television which can be aired on Muncie's PBS affiliate and on the Indiana Public Radio station, both of which air charity organization materials free of charge when the space is available.

There has been extensive research into not-for-profit organizations and public relations, but this project examines specific scenarios that pertain to many organizations in college communities that have underutilized their educational counterparts. By making this paper available to the general public, other organizations can take advantage of the strategies and grow their charities into organizations that make a difference.

CHAPTER TWO

LITERATURE REVIEW AND METHODOLOGY

Introduction

Relationship management has long been an integral part of business. Something as simple as remembering the order of a regular customer at the corner deli has helped foster crucial relationships crucial to the small business. Building these business relationships has been preached at every company and corporation, large and small, but small businesses have always relied on their regular customers and used informal relationship management as a tool to generate their revenue stream.

The not-for-profit sector is generally an overlooked population when studies on relationship management are being developed since the perception is that these not-for-profits rely on donations and aren't viewed as active as for-profit businesses. However, many not-for-profits rely on a small population of donors and volunteers to keep them operating. This paper looked at the relationship management function of public relations as it pertains to not-for-profit companies and will help relate how the stakeholder theory plays a role in relationship development.

This paper covered internal relationship management, the role of stakeholder theory in relationship management, and how they pertain to the not-for-profit sector. It adds to the work of Simon Knox and Colin Gruar in "*The Application of Stakeholder Theory to Relationship Marketing Strategy Development in a Non-Profit Organization*" (2007) by advancing the idea that stakeholders can play a larger role in their community charities if the organizations learn to leverage their surroundings.

Internal Relationship Management

Relationship management theory is an ever-changing theory that has been the turning point of the “mission” in public relations (Ehling, 1992). The purpose of relationship management in the field of business has several prongs. There is the retention factor, the attempt to build a loyal consumer, and the hope of creating an ambassador for the organization’s brand. These are all excellent reasons to build relationships with stakeholders, but the focus for this paper is internal stakeholders.

The importance of relationship management should not be understated because “the purpose and direction of an organization is affected by relationships with key constituents in the organization’s environment” (Dozier, 1995; Ledingham 2009). What this means is that mission of organizations directly influences key publics, including the internal stakeholders that you manage relationships with (Ledingham, 2009). By accepting relationship management as an integral part of the public relations strategy the PR professional accepts the burden of building and cultivating these relationships into positive interactions.

Trust, openness, involvement, investment, and commitment fluctuate with each person involved in an organization, but those with the strongest ties to an organization are the most likely to remain with the organization (Ledingham & Bruning, 2002). This remains true with both internal and external publics (Ledingham & Brunig, 2002), and is the reason that smaller companies must rely on a strong core of people to keep their organization running. Not-for-profit organizations remain small to remain true to their mission of helping others, and building relationships with their stakeholders is imperative (Knox, Gruar, 2007). By building this core group into brand ambassadors, the organization becomes stronger and has less of a chance of collapsing. These internal stakeholders are vital to the organization and are the life-blood.

The identity of internal stakeholders is a unique issue for each not-for-profit. Some large organizations have a bevy of internal stakeholders to worry about, but a small not-for-profit generally worries about board members and volunteers. It CAN be helpful to think of volunteers almost as an external public because they can come and go as they please, but their value is still important and it can be enhanced through internal communication (Ehling, et. al, 1992).

Internal communication has come a long way since 1992, but Ehling et. al wrote a great deal and in depth about how to generate value for organizations. “Organizations that focus on people, teamwork, participation, and empowerment tend to be dominant on the human relations quadrant,” (p. #) wrote Ehling (1992). Small not-for-profit organizations can focus in on all of these functions without worrying about offering opportunities to move up because of size restrictions and still generate positive interactions and build intensely strong bonds.

There is more at stake than how happy the volunteers and board members are with the organization. By determining how to run internal procedures, it is noted that there is a direction that begins to take shape in the way an organization is built (Wisensfeld, Raghuram, & Garud, 1999). The way an organization chooses to communicate helps determine whether or not they’re going to be considered a mutually beneficial place to volunteer or work (Wisensfeld, Raghuram, & Garud, 1999). It’s also important to build these relationships as a retention strategy that will create less turnover in an organization (Bruning, 2002).

Relationship management theory is only one part of how to understand the best way to create and maintain these relationships. The other part is how to understand the best types of people that will fit in with your organization.

Stakeholder Theory

The birth of stakeholder theory is largely credited to R. Edward Freeman (1984) in his landmark book *Strategic Management: A Stakeholder Approach*. The stakeholder theory discusses how to manage publics that are not necessarily integral to the company's bottom line (Freeman, 1984; Phillips, Freeman, & Wicks, 2003). A stakeholder is defined as "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984). Understanding that by paying attention to even the publics that have little effect on the initial bottom line has helped many businesses propel themselves forward and to the top in today's business world (Freeman, Wicks, & Parmar, 2004).

Publics unaware of an organization can become stakeholders in your company if they are alerted to your mission. The purpose of stakeholder theory, according to the Freeman, is to understand the "principle of who or what really counts" (Freeman, 1984) and "reflects and directs how managers operate" (Freeman, Wicks, & Parmar, 2004). Many organizations focus on a target market and then hone in on the bottom line, seeking only consumers that will make them the most money, ignoring social responsibility (Harrison & Freeman, 1999). The ideology that operating in a completely socially responsible manner is inseparable from the way in which a not-for-profit runs their business; thus stakeholder theory seemingly runs rampant through their business models making it important for them to understand the theory.

Entrepreneurs and smaller businesses rely on non-competitive stakeholder relationships, which also need to be taken into account (Sarasvathy, 2001). By looking at what stakeholders exist that can be partnered with from the organization's viewpoint, then not-for-profits can easily create a new revenue stream otherwise untapped (Sarasvathy, 2001). Being able to identify and

manage these stakeholder publics is difficult, but when time is taken to identify them it helps make relationship building that much easier (Freeman, 1984).

Utilizing this theory and understanding what effect even the smallest stakeholder can have on a company is important to the development of relationships. By working with stakeholders that would otherwise be overlooked, a company can help move a public from latent to aware or from apathetic to passionate. It's also important to be able to identify the groups that have the most power and opportunity to influence your organization (Mitchell, Agle, & Wood, 1997). By placing three key attributes into a stakeholder public, power, legitimacy, and urgency, there is an opportunity to "grade" or generalize a public in their ability to affect your organization (Mitchell, Agle, & Wood, 1997).

Understanding that there are external stakeholders helps us understand how to better relate to our internal stakeholders, much like Jeffrey Harrison and Caron St. John wrote about managing and partnering with external stakeholders (1996). According to Harrison and St. John (1996), the "techniques associated with managing internal and external stakeholders are converging", which is likely caused from relationship management and marketing creeping into many business models (Knox & Gruar, 2007). Managing these relationships is dependent upon the manager, style of business, and the three keys to the stakeholder public (power, legitimacy, and urgency) (Harrison & St. John, 1996). This is something that only the organization can answer for themselves, but they must consider which external relationships they wish to foster, but they must always consider each stakeholder public when making key decisions for the organization.

Partnering with the stakeholders allows for a cooperative advantage in business (Sarasvathy, 2001), and allows for internal cooperation (Rasche & Esser, 2006). By creating

partnerships both internally and externally, an organization can be sure to see an increase in reliability from the support that they receive from the respective stakeholder public (Rasche & Esser, 2006). Working with the board members to create a stronger sense of leadership will also help build a stronger foundation (Maak & Pless, 2006). This group of stakeholders is often overlooked because the focus of most businesses is on the creation of profit.

With external stakeholders, an organization can pick and choose whether or not to attempt building their relationship. Internally, they can choose what person to bring into the organization, but then they're forced to foster and nurture these relationships. Internal stakeholders at a not-for-profit can include volunteers and the board members. Managing these stakeholders is at the discretion of the highest level of leadership because they get to pick who will help join their organization (Maak & Pless, 2006). For many organizations that operate with a single leader, this means they must choose their board members, which in turn choose volunteers. This relationship with the volunteers is important because they must manage the stakeholder publics that feed into their organization.

For Beyond I CAN to succeed, they must manage the Ball State community. They currently view the resource as an internal stakeholder public because Nancy Barnett has built a very strong relationship with the education department. She must view this stakeholder public as the most important for two reasons: future donors and strong foundation. Current volunteers are going to think about the organizations at which they volunteered going forward into the future and by identifying this group as a primary stakeholder; the Ball State community will become an even stronger ally. Volunteers who are dedicated to an organization help build the strongest foundation possible. Beyond I CAN has a tight-knit board but one that is not strong enough to .build an organization alone. Volunteers are necessary to assist in some of the weekly operations

that help Beyond I CAN run. This stakeholder public is an internal necessity that has been fostered to the point that Beyond I CAN has a steady feed of volunteers. Stakeholder theory works incredibly well alongside not-for-profit agencies because they so often operate under tight budgets. By utilizing the scope of all publics and looking at how to tap into other publics, stakeholder theory opens a broad spectrum of otherwise unutilized allies.

Internal Relationship Management, Stakeholder Theory, and Not-for-Profit

At its core, stakeholder theory is a device designed to allow managers to envision their mission beyond the almighty dollar (Mitchell, Agle, & Wood, 1997), but what happens when a company eliminates the “greed” or monetary factor from their end game? This is where the use of relationship management and stakeholder theory hold together so strongly; the ability to maintain relationships across the board help them maintain their organization (Knox & Gruar, 2007).

Through the use of stakeholder theory we can determine what kind of people are affected by the organization (Freeman, 1984), from the person that lives in the neighborhood of the not-for-profit organization to the board member that keeps a strong pulse of the goings on. By monitoring the various publics we can begin to create, build, and sustain a mutually beneficial relationship if we can identify publics that are not being utilized, creating a higher potential for relationships and bonds to form. These relationships, if maintained properly, become highly beneficial for both parties and are the key to external relationship management (Knox & Gruar, 2007).

How we can leverage these external relationships into positive internal relationships is the real challenge. A strong leadership is necessary to survive in a world without profit margins at the lowest level of not-for-profits, and if you build the correct internal structure of

communication, you can attract the kind of person you want helping run your organization (Wisensfeld, Raghuram, & Garud, 1999; Freeman, Martin, & Parmar, 2007). By polling, surveying anonymously, and simply asking questions about preferred communication with desirable volunteers and potential board members you can build the communication model that is necessary to build the type of organization these people will want to join (Wisensfeld, Raghuram, & Garud, 1999).

While it may seem daunting to put together a list of stakeholders who will make a positive impact on your not-for-profit organization, organizations can use the research from Mitchell, Agle, and Woods' 1997 paper that relates priority stakeholders to saliency. Although Knox and Gruar (2007) focus on external publics, the same principles of determining "importance" to the survival of the organization will allow the not-for-profit to choose their path.

Methodology

The method for creating the project materials was based on the idea that both relationship management theory and stakeholder theory are keys to creating a message that will cultivate lasting relationships within the Muncie community and on the campus at Ball State University.

The relationship management theory as outlined by Ehling (1992) illustrated a need to manage the connections between organizations and their stakeholders. John Ledingham (2003) took the concept further by stating the theory is actually moving toward a paradigm shift and that it will become relevant more and more as we develop closer relationships between organization and public. By absorbing these aspects of the theory into the project's creation and design, I believe that the project speaks to a greater number of people who are stakeholders within the communities the organization is attempting to reach.

The stakeholder theory avenue of the project is designed to allow the greatest number of people within a zone that can assist the organization in raising money and awareness. The design of the project is to reach towards a campus and beyond to the Muncie community. By utilizing the public radio and television avenues, we're reaching to the stakeholders that are generally more willing to donate to organizations within their communities.

CHAPTER THREE

THE PROJECT DESIGN

Beyond I CAN

Beyond I CAN is an organization that is dedicated to enriching the lives of young people with special needs after high school time. Beyond I CAN is an art shop that utilizes recycled goods that the clients of the program turn into works of art. The clients use their creativity by building their own art projects as well. The organization operates a physical gift store as well, allowing the clients the opportunity to show off their sales skills as well as their creativity.

Nancy Barnett founded the organization in 2003 after running an in-school program that she called “I Can”. When she retired from teaching, Barnett moved the organization to a building that was donated where she pays minimal rent. The organization has a limited budget, but plenty of volunteer labor and donated materials.

The organization lists three primary goals on the website. They are “to promote, educate, and create awareness of individuals with disabilities and gifts. To facilitate partnerships and collaborations that stimulate new thinking concerning individuals with disabilities. To provide work areas where individuals with disabilities can operate a business and learn responsibilities related to their world” (Beyond I Can, 2014).

Introduction to the Project

The stakeholder theory avenue of the project is designed to allow the greatest number of people within a zone that can assist the organization in raising money and awareness. The design of the project is to reach towards a campus and beyond to the Muncie community. By utilizing the public radio and television avenues, we’re reaching to the stakeholders that are generally more willing to donate to organizations within their communities.

Crisis Communication Plan

Crisis Communications plans are often overlooked by many small charitable organizations. They're viewed as something that happens to other organizations and the unsavory situations included "would never happen here".

But the purpose of these documents (located in Appendix A) are of course not designed for incidents that *will* occur, but rather for instances you hope *never* occur. The utilization of stakeholder theory is involved heavily in these documents, as you must take many publics into account when devising your communication plans for each individual crisis. It involves a heavy look too at Freeman's (1984) base principal of "who or what really counts".

By knowing what group of stakeholders will be paying the most attention to you at your most critical moments is imperative to creating a proper crisis communication plan.

This particular crisis communication plan tackles some of the more probable incidents at an organization this size. Beyond I CAN does not serve a large population and the background checks for regular volunteers are thorough. However, they also allow a high volume of Ball State students and one-time volunteers through the doors as part of a learning experience.

Beyond I CAN shows a strong push towards their internal volunteers though, a nod to Ledingham's (2009) theory that internal relationship management is key to sustained relationships. These relationships must be addressed as well in crisis communication plans to ensure that there is never a gap in the trust between a small organization and their main supporters.

Media Packet

Something missing from most small organizations is a media presence. Beyond I CAN has received minor attention locally throughout their existence and hasn't reach out for much

press coverage either. The media packet here (Appendix B) is designed to entice papers in the Muncie, Yorktown, and Indianapolis communities with stories that reach out to stakeholders beyond only the charitable scope.

Organizations like Beyond I CAN should look to Phillips, Freeman, and Wicks (2003) to see that unaware stakeholders might be interested in what they can offer, but remain oblivious to the organization. This media packet targets those that are uninformed on the topic of Beyond I CAN, but might very well be

Brochure

This brochure (found in Appendix C) was designed with a heavy emphasis on internal relationship management theory. There is a strong reach to the internal members already involved and through this we look to external stakeholders to touch with an emotion or reaction. There is also a strong weight on unaware publics that might not know about what Beyond I CAN has to offer, as is common with brochures. The highlight of their “green” thinking allows for stakeholders that are more focused on the environment and are outside the realm of charities for those with special needs to see a potential cross over. The fact that causes can cross populate is something that might call attention to an uninformed stakeholder group.

The brochure also calls out for more action from the already aware stakeholders. How to volunteer, donate, or help are all a major part of the brochure. This is a very active piece that is typically a passive handout.

Logo Redesign

The logo (see Appendix D) again illustrates the utilization of internal relationship management. By reaching out to an artist who already operates within the parameters of the organization, the organization maintains a strong emphasis of showing the client that they

matter and are valued. This is a nod to the seminal work by Freeman (1984) and also to Rasche and Esser (2006) for showing that partnering up with stakeholders, in this case internal, allows for better internal relationship management.

Social Media Strategy

The future of public relations is online, but past principals are still necessary to generate a culture online. Internal management theory is the main principal behind the social media strategy, but Knox and Gruar's (2007) work alludes to how it is also a way to manage relationships across multiple stakeholder groups with a simple few maneuvers.

The use of only a few selective platforms that are targeted at internal stakeholders, but also accessible to external stakeholders is pivotal in the pursuit of more awareness while still paying deep attention to our already faithful crowd. Each of the social media platforms are targeted at explorers and socializers within the framework of the Bartle test (1996), which was originally written in 1990, but Richard Bartle has made several addendums and follow-ups to his seminal work. Each also show allusions to external stakeholders where we can prove that we care about more than the bottom line, a nod to the Harrison and Freeman (1999) theory that proving you care about more than money is vital.

These social networking sites give the opportunity to show you care as much about stakeholders and internal relationships as you do about socializing and exploring the future of relationships.

Commercials

The commercials are designed to illustrate the internal relationships that not only exist, but that thrive within the organization. They break out a strong leadership, great volunteer corps, and show exactly how happy and supportive the clients are with the organization.

These are each a nod internally to the relationships and the way they're managed. But they also push for an external stakeholder public that is unaware, but willing to help. These commercials would be broadcast at a low volume in an area where they can have an impact.

Unison

Each of these parts comes together to create a harmonic effect, echoing off of each other and into a chorus of praise internally. The project is tailored to create a feeling of unity towards the internal relationships that must be fostered to make an organization this size continue, and eventually thrive.

The commercials play into a website which feeds into social media which launches interest into the brochure; and this is only one logical, linear map at which the pieces all fit together. Because each piece is designed with the others in mind, they mesh to drive internal relationships to an even higher point than already exist.

Each piece highlights the theories that revolve around this creative project. Stakeholder theory and internal relationship management theory are evident in many parts of public relations, but when it comes to small not-for-profit organizations, this project shows that they remain vital to survival.

CHAPTER FOUR

SUMMARY AND IMPLICATIONS

The conclusion is that an organization has the opportunity to change their internal communication structure at any time to create the resulting organizational structure they crave. By focusing on what kind of people are important to their organization (stakeholders) they can then foster a relationship to manage a mutually beneficial environment (relationship management) that will allow their organization to thrive.

The limitations of the utilization of this technique depend on each individual organization and their willingness to both research and change. There are also limitations in research budgets for different organizations in the not-for-profit industry that must be taken into consideration. There doesn't need to be a heavy monetary investment, but the time consumed will be a considerable restriction for some organizations. It's also impossible to determine whether or not the person is always genuine or trustworthy once a stakeholder public has been identified and an individual relationship begins to emerge. This might not be a problem with large organizations, but small not-for-profits can't afford building around someone that doesn't have the organization's best interest at heart.

Future research should focus on how to identify and maintain relationships with the best possible stakeholder publics. There might be a common thread amongst small not-for-profits that link to medium or larger scale organizations. It is more likely that a successful small organization has a likely thread that can help a struggling organization find firm footing again.

CHAPTER FIVE

OUTSIDE EVALUATIONS

Outside Evaluation by Shawn Malayter

Professional Credentials:

- 17+ years of experience in communications and public relations, including:
- Director of Media Relations, Morningstar, Inc.: 2008-present
- Media Relations Specialist, DePaul University: 2001-2008
- Five-plus years' experience at noted Chicago public relations and communications firms: Edelman, Corporate Technology Communications and SmithBucklin's marketing communications division
- Award-winning work on behalf of clients: IABC Chicago Bronze Quill Award, Publicity Club of Chicago Golden Trumpet Award, PRSA Chicago Skyline Award
- Crisis communications expert
- Current president, Ball State Club of Greater Chicago (official BSU alumni association chapter)
- Academic credentials:
- Ball State University, Bachelor of Science, Journalism, 1995
- DePaul University, Master of Arts, Writing, 2005

Relationship to the Student and the Subject Matter

I met the student at a Ball State University alumni event in Chicago in late 2012, where we discussed our careers. I have no relationship to the subject matter in the project outside of my experience with general volunteerism – at DePaul University we built many media relations

efforts around the university's service learning institute and numerous community service initiatives around Chicago.

Evaluation of the Topics as Appropriate for the Creative Endeavor

I feel the topic is most appropriate for the creative endeavor. Non-profit organizations rarely have the resources for a full-time staff, much less a professional marketing or advertising campaign to promote their efforts. An effective communication plan is even more critical to a volunteer-driven group than it is for a private sector corporation. The corporation can always spend money to build awareness and raise revenue, while a non-profit must rely on spreading the word through a well-executed communications and development plan.

Evaluation of the Student's Approach

Mr. Huber's approach is detailed and organized. All elements of the plan have a three-pronged focus towards the organization's key messages: Beyond I Can's importance as a safe and productive space for people with special needs; the need for volunteers to continue Beyond I Can's critical work; and promoting the unique artwork and jewelry produced by Beyond I Can artisans.

Evaluation of the Body of the Project

Quality

The project's quality is that of a seasoned communications professional. The narrative and messaging is consistent across the different materials, the copy is well-written, and the timeline reflects a thoughtful plan for implementation.

Depth of Treatment

The project certainly reflects a comprehensive approach. Not only is there a quality marketing and awareness deliverable (brochure), but there is a detailed media outreach

document, video PSAs, a complete social media plan, as well as a crisis communications document.

Coverage

Each segment of the project shows broad coverage of that particular communications vehicle. For the social media plan, Mr. Huber included detailed, customized strategies for three very different platforms. In the crisis communications plan, he included a case study that demonstrated the need for his recommendations within.

Evaluation the Student's Work as Contributing to the Field

The depth and breadth of the work put into this project, along with the rationale included with each element, demonstrates that Mr. Huber has spent a great deal of time studying the communications field and it can be considered a scholarly contribution to expanding the knowledge of others about professional communications. My only critiques of the project are from a very granular tactical and technique perspective – the types of things that you only learn after years in the field (i.e., in a live implementation of a crisis plan, there will be an extensive role played by legal counsel and/or the communications liaison from law enforcement). But those are very minor quibbles compared to the creativity, organization, and informative strategy shown by Mr. Huber in this project.

Outside Evaluation by Blair Symes

I, Blair Symes, have nearly 20 years of experience in marketing for various industries, including publishing and software and hardware manufacturing. My areas of expertise include demand generation and content marketing, with experience in PR and social marketing.

Relationship to the Student and Subject Matter

Joe Huber and I have worked for the same company, Ifbyphone, for the past five months. While I have no immediate relationship to the Beyond I CAN organization Joe writes about, I do have several years' experience doing marketing for a small for-profit college publishing house at the University of South Carolina where some of Joe's tactics were used.

Relationship to the Student and Subject Matter

Joe Huber and I have worked for the same company, Ifbyphone, for the past five months. While I have no immediate relationship to the Beyond I CAN organization Joe writes about, I do have several years' experience doing marketing for a small for-profit college publishing house at the University of South Carolina where some of Joe's tactics were used.

Evaluation of the Topic as Appropriate for the Creative Endeavor

I find the topic to be compelling. I think that relationship management and stakeholder theory are interesting choices to apply to a small campus not-for-profit organization with limited resources looking to expand.

Evaluation of the Student's Approach

Joe's approach to this project and his rationale are both sound. His explanations of how relationship management and stakeholder theory, and the ideas of the various thinkers in the space, can help energize non-profit organizations with limited resource and help them grow appear valid and well-reasoned.

Evaluation of the Body of Project

Quality

The quality of Joe's work is high. His crisis communication plan is well-thought-out and a thorough approach to responding to potentially damaging events. The social media strategy

appears to be a well-reasoned and practical approach to leveraging social media to engage a community. The media packet and commercials are also useful tools for fueling growth and engagement.

Depth of Treatment

Joe's deliverables show an impressive depth. From the PR side to the marketing side, Joe not only covers many bases but goes into each in detail.

Coverage

As previously written, Joe appears to have covered all the relevant bases. He offers a wide range of deliverables in his Appendix to show the practical application of his idea of how relationship management and stakeholder theory can be used to benefit non-profits.

Evaluation of the Student's Work as Contributing to the Field

Overall I feel that Joe's work makes an interesting contribution to the field. Exploring the benefits of applying relationship management and stakeholder theory to a non-profit organization provides some valuable insights that similar groups can use to grow without requiring significant resources.

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APPENDICES

APPENDIX A

BEYOND I CAN CRISIS COMMUNICATION PLAN

Beyond I CAN Crisis Communication Plan

This communication plan outlines two issues that Beyond I CAN might encounter and how to deal with them.

I. Molestation

a. In the event that a client of Beyond I CAN is molested

i. Positioning

1. This will not be tolerated.
2. We will turn all evidence and information over to the police.
3. We are taking this very seriously and will be pressing charges.
4. Regardless of their innocence or guilt, we must maintain the reputation of this upstanding organization.

ii. Media Policies and Procedures

1. You will need to seek out the media.
 - a. They will likely come to you with questions, but be prepared with a statement and withhold and kind of “judgment” verbiage until the final verdict is reached.
2. Be firm in your stance against molestation, but also be wary of anything that could be considered slanderous.

iii. Tough Questions that will arise

1. “Why did this person pass the background check?”
2. “What are you doing to prevent this?”
3. “How could you let them work there?”
4. “How soon did you know about this?”

iv. Sample Release

1. We have turned all evidence over to the police while they investigate this matter. While the investigation is on-going we have been advised by our legal counsel to remain silent on the issue. However we have chosen to release this statement to defend the reputation of our organization that represents people with special needs. While the allegations may or may not be true, we are more than willing to offer the following collateral materials to the media. We will be taking media inquiries as they come in the forms of advanced scheduled interviews.

a. If the alleged is found guilty

i. We were saddened to learn that the alleged was found guilty. Beyond I CAN is still a safe facility for our clients and volunteers. We are deeply sorry to everyone that has supported Beyond I CAN over the years. The person responsible for these heinous acts slipped through our background check system and we will make certain that even more checks are put into place.

b. If the alleged is found innocent:

i. While we are glad that the allegations turned out to be false, Beyond I CAN would like to reiterate that our facilities are a safe haven for those with special

needs. We appreciate the continued support from our community and volunteers during these difficult times. We are happy that the charges proved to be false, but are also aware that this serves as a warning to be vigilant in our efforts to keep Beyond I CAN safe for everyone.

v. Internal Steps

1. Contact board members
2. Take immediate action to remove any trace of the offender
 - a. Distance yourself without vilifying anyone until judgment has passed
3. Offer counseling to all volunteers, staff, and clients

vi. Prior case

1. *The Second Mile*

- a. While Jerry Sandusky's case was widely publicized and didn't take place directly within the confines of *The Second Mile's* walls, the offences occurred with members of the at-risk-youth organization.

2. The Response

- a. *The Second Mile* immediately attempted to distance themselves from their founder, an almost impossible task.

- b. The group sent out press releases and seemingly went into a defensive position to hold ground rather than actively fighting to get their message out there.
- c. There was a letter from the CEO on the front page of the website.
- d. Television and public appearances did not occur, based largely on the already secretive aspects of the organization.
 - i. The lack of transparency had already been noted during the original Sandusky investigation since the CEO and operators of *The Second Mile* kept the investigation a secret from other board members.

3. The Result

- a. *The Second Mile* was unable to overcome the accusations, largely because the crimes had occurred directly with someone so high up the ladder.
 - i. Had the offenses occurred with a volunteer, it would likely have been less of a blow, but would have required great effort to overcome the crimes.

4. Lessons and Take-Aways

- a. There is no such thing as being too proactive.
- b. You can NOT wait for the media to approach you.
 - i. They will generate their own story anyway; all you do is offer information that will help.

- c. This is probably the worst possible scenario for your organization and you would have to fight to keep it alive for all the good that it can do.

vii. Collateral Materials

- 1. A prepared statement
- 2. A timeline of the events that can prove you had no idea of the events
- 3. Police statements and reports

viii. How to prevent now

- 1. Nobody volunteers without a background check
 - a. This includes single day volunteers
- 2. Because background checks are expensive, each client has a “buddy” system that doesn’t allow one person to be led away from the group
 - a. Have a three person buddy system to make it even more fail-safe
- 3. No volunteer is alone with any client for any reason
 - a. Buddy system

II. Board member stealing from funds

- a. In the event that a board member is stealing money
 - i. Positioning
 - 1. We will not tolerate this behavior

2. Regardless of their innocence, we must maintain the integrity of our organization
3. Our organization is in fine monetary standing, but we could always use donations

ii. Media Policies and Procedures

1. Only speak with one or two networks exclusively
2. Refuse to speak about the person in question during the trial as to avoid anything that can be considered slanderous
3. Designate a spokesperson
 - a. This should be Nancy Barnett
 - i. In the event that it is her under investigation, it should be voted upon by the remaining board members

iii. Tough Questions

1. “Why weren’t you watching the funds closer?”
2. “How long were they getting away with this?”
3. “How much have they stolen?”

iv. Sample Release

1. Pre-trial
 - a. While we await the full investigation by our legal system, which we have full faith in, we are going to withhold speaking on behalf of our board member. We hope that the allegations are false and that they can come back to be a

member of our organization. While they are undergoing their trial, we will not be accepting their input on board decisions and will allow them full focus on their trial.

2. Guilty

- a. We are saddened to hear that our board member has been found guilty. We are hurt and will be revoking their status as a member of the board. While they disguised themselves as someone that wanted to help the less fortunate, they were shown to be nothing more than a wolf in sheep's clothing, preying on our organization's willingness to accept help.

3. Not Guilty

- a. While we are still investigating the matter of the stolen money, we are pleased that it was not linked to this person that has devoted himself or herself to helping the less fortunate. We gladly accept them back as a board member, should they choose to return. Their dedication to volunteering here has been a great help and we appreciate all that they do

v. Collateral Materials

1. Prepared statements
2. A media kit showing your organization's bookkeeping skills
3. Proof you didn't know what was going on

vi. Internal Steps

1. Call board meeting
 - a. A town hall style board meeting where volunteers can come see the process behind the doors
2. Show your bookkeeping process to volunteers so they can see where the process went wrong

APPENDIX B

BEYOND I CAN PRESS PACKAGE

Beyond I CAN Press Package

This press package is a media packet that could be passed out to members of the media as a story generation idea and outreach tool.

The Origin

Thank you for your interest in Beyond I CAN. We're an organization that cares so much about our clients and volunteers because we know we're making a difference.

In 1996, Special Education teacher Nancy Barnett decided to create a school program titled "I CAN", allowing her students with special needs the opportunity to create beautiful art from recycled materials. After she retired, she couldn't bear the thought of her students graduating high school without jobs, and at the urging of several parents, licensed her organization as a 501(c)3 status charity organization in 2003.

Nancy has always had an eye for innovative ways to create new and fun ideas for the clients to enjoy. From cards to knobsters, we're always looking for approved recycled materials.

Beyond I CAN is completely run by only a handful of heavily involved volunteers and board members, but we also interact heavily with the Ball State students. There are opportunities for many organizations to support us via fundraising or volunteer programs.

We do have professional images available at no charge upon request. We also have additional story ideas and information listed in this kit.

For more information, please reach out to: Nancy Barnett

1510 S. Burlington Dr.

Muncie, IN 47302

765-282-9335

Facts about Beyond I CAN

- Founded in 2003 by Nancy Barnett
- More than 100 volunteers annually
- More than 30 clients serviced annually
- 15 board members
- Full service gift shop
- No clients turned away
- Service learning model in tune with Ball State's immersive learning
- Sell more than \$20,000 of product annually
- Clients run all aspects of the gift shop
- Clients generate and create all art (with some assistance)
- Clients train new volunteers
- 3 annual workshops for teachers
- Large annual holiday card and wooden angel/nativity set fundraiser

Other Inspirational Stories

- Leslie's Story
 - Leslie was born a healthy baby with no issues whatsoever. After a tragic brain injury when she was six years old, she was left confined to a wheel chair with doctors unable to offer much hope. After working with Nancy Barnett at Muncie Southside High School, Leslie started to show signs of improvement. Through expressing herself with colors and art, Leslie began to speak more often and color designs. Nancy showed a major interest and showed Leslie how impressed she was with her artwork. Leslie began to draw shapes, something she'd not been able to do since she was six. She progressed from color and shapes to people, and now has her own card line. Leslie says her favorite thing to draw is people, because she can show exactly how happy they are, just like she is now.
- Sandy and Angelita's Story
 - Sandy gave birth to Angelita and the doctors knew that she would require special care. Sandy was just relieved that she had a healthy baby girl to love and nurture. Angelita had always been shy, but when she came to Beyond I CAN, she began to grow out of her shell! Sandy noticed
- Sheila's Story
 - Sheila is a Ball State teaching student. After she rushed a sorority on campus, she was required to commit to service learning volunteer hours. She wanted to really make an impact and began volunteering at Beyond I CAN. She discovered that she wanted to make an impact like this everyday. Sheila went

to her counselor and switched over to a special education concentration. Her time at Beyond I CAN has made as much of an impact on her as it has with the people she's working with.

- Zot Artz
 - Beyond I CAN takes full advantage of the Zot Artz wheelchair art pieces. Zot Artz creates extensions for wheelchairs that allows artists to express themselves through motion. We have Zot Artz parties and cook outs that you can cover and see exactly how our artists that can't create the exact visions in their heads can still contribute great, artistic pieces.

APPENDIX C

BROCHURE

Brochure

Beyond I CAN Artisans & Volunteers



Purpose

We are here to create jobs and experiences that allow high school and post-high school individuals with special needs the opportunity to operate a business with assistance from volunteers. We offer an integrated work place that emphasizes respect and creativity.

We offer an opportunity to fit in, build confidence, and create experience. The artisans at Beyond I CAN aren't just creating beautiful artwork. They're learning sales, marketing, and other aspects of business.

The Logo

Our logo recently got a makeover. We also knew the graphic designer that we wanted working on it. Leslie, an artisan here, agreed to design our new logo.

The bright colors represent a hopeful future, and Leslie even served as a model on her "self representation". We love it!

I CAN...

-Donate -Volunteer -Make a Difference

Beyond I CAN is a not for profit 501c3 organization. We rely on volunteers, grants, and donations to keep the program going. We encourage anyone to contact us or visit us in person or online.

You can make a donation, we accept the following items:

- Cash directly to Beyond I CAN
- Cash to our endowment with the Community Foundation of Muncie and Delaware County
- Greeting Cards (new or used)
- Paper (all types)
- Wood (any kind)
- Craft items or craft glue
- Tape (scotch, masking, double sided)
- Material (lace, trim, buttons)

Please contact us:
Nancy Barnett, Director
Beyond I CAN Gallery & Gift Shop
1510 S. Burlington Dr.
Muncie, IN 47302
Phone: (765)-282-9335
E-Mail: nancy@beyondican.org
www.BeyondICAN.org
Store Hours: Tues.-Thurs. - 1-4:30 pm
Sat. - 10 am - 2 pm



Mission

The Beyond I CAN program is dedicated to enriching the lives of individuals with special needs through the experience of running their own business, from artistic design to marketing and sales. Enhancing the quality of their lives due to self-confidence built on real abilities, the artisans become productive citizens.



www.BeyondICAN.org

I CAN... Partner Up

Ball State University

Creating win/win situations is important to us. By working with Ball State students in various programs, we gain helping hands while the student gains valuable experience and service learning hours. Every student creates a crayon dish while being guided by one of the artisans.

Teacher Workshops

We welcome inquiries from anyone interested in starting a similar program. Our teacher workshops are held to acquaint teachers with method and resources used at Beyond I CAN. Contact Nancy Barnett for more information.



I CAN... Visit

We would love to have you come see our beautiful storefront and workshop.

While you visit, you can browse through our best selling items and also discover some of our other great pieces of art!

Favorites



Zot Artz



Greeting Cards



Wood Clocks



Knobster

Zot Artz

We use tools designed by Zot Artz that allow for creativity through motion. Wheelchairarthappens when the Zot Artz attachment is placed on a wheelchair. Then the artisan creates by moving around.

I CAN... Be Green

We care about the environment. It's a statement that everyone says, but we practice what we preach.

Recycling and teaching about the benefits is another major part of the program. It's one of the reasons we recycle old materials into the beautiful works of art you see.

I CAN... Recycle

"Green Greetings"

We recycle old cards into new ones. Your card donations allow us to create new works of art after some serious alterations.

"Knobsters"

Unique decorative knobs are mounted to donated wood, creating a beautiful wall hanger.

"Gift Bags"

Out of donated burlap and twine, we create reusable gift bags for your next event.

Aluminum Cans

We accept cans which we recycle and use the proceeds to benefit charitable causes such as disaster relief or monthly social events for our artisans.

APPENDIX D

LOGO

Logo



APPENDIX E

BEYOND I CAN MEDIA STRATEGY – BY PLATFORM

Beyond I CAN Social Media Strategy – By Platform

Twitter

- I. This platform is to create a better bond between us and those that are on the fringe of becoming more involved
- II. There will be tweets to respond and reach out to Ball State students that are talking about us or things that would make sense for us to join in on the conversation
 - a. Creative projects or do-it-yourself projects
 - b. Cross with Pinterest
- III. Proactively reach out to students that are looking for service hours by searching twitter for “Ball State” “Muncie” along with “service hours” “volunteer” and other similar search words
- IV. Don’t be afraid to join conversations that make sense to the organization outside of the Ball State community
 - a. Seek specific areas if possible
 - i. Indianapolis, Anderson, Marion, Noblesville
 - b. Art, recycling, donations, other charities
- V. Use proper language and grammar
 - a. The voice of the “BIC” character will be proper but friendly
- VI. Don’t fall trap to “trolls”
 - a. Avoid any nasty talk
- VII. Goals:**
 - a. Generate 50 followers on twitter

- i. Adjust by pace per year

Facebook

- I. This platform will be almost entirely devoted towards events and event announcements
- II. Create an event for your social events that artisans and their families will be able to see
 - a. Only members can RSVP or attend, but it allows more of a connectivity
- III. Respond to reviews positively
 - a. If there is any negative responses, be cordial and apologize
 - i. Make sure they know you're doing your best

IV. Goals:

- a. Generate 30 likes on Facebook
 - i. Adjust by pace per year

Pinterest

- I. This platform will be devoted to show our creative and innovative abilities while also reaching out to those that are like-minded from the perspective of creativity
- II. Five boards
 - a. Recyclables
 - b. Jewelry
 - c. Wall Hangers
 - d. Classroom materials
 - e. Greeting Cards
- III. Monitor and pin to these boards once a week
- IV. Create one new piece from your own personal stash to each wall twice a year

- V. Promote the Pinterest site as a way to generate new ideas for your own personal creations
 - a. Ask openly for collaborations on new ideas
 - i. Utilize also as a way to seek out new volunteers

VI. Goals:

- a. Generate 30 followers from the Ball State community
 - i. Adjust by pace per year
- b. Generate 20 **new** volunteer hours from the site